



# PERFORMANCE COUNSELING (0303)

## **EDUCATIONAL OBJECTIVES**

- a. Marine Corps order for counseling.**
- b. Marine Corps policy on counseling.**
- c. Counseling responsibilities of the small unit leader.**
- d. Types of counseling sessions.**
- e. Elements of initial and follow-up counseling.**

## **EDUCATIONAL OBJECTIVES** **(cont)**

- f. Three types of counseling.**
- g. Three levels of listening.**
- h. Ten commandments of good listening.**
- i. Cultural and psychological barriers to effective listening.**

## **EDUCATIONAL OBJECTIVES** **(cont)**

- j. Three common myths attributed to poor listening techniques.**
- k. Complex process of active listening.**
- l. Feedback as a specific response to the transaction of speaking-listening.**

# **MARINE CORPS ORDER FOR COUNSELING**

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**➤ Marine Corps Order 1610.12**

**Counseling involves two-way communication between you and your Marines to help achieve or maintain the highest possible level of performance.**

**Counseling is done on a regular basis by the senior officer, staff noncommissioned officer, or noncommissioned officer to whom the Marine reports.**

**Your role as the senior is to  
help the junior Marine to  
achieve or maintain desired  
levels of performance and to  
plan ahead.**

**The junior Marine is responsible for meeting the objectives that are developed during the counseling process. You must continuously follow-up to ensure this.**

**To be truly effective, the counseling process involves supporting and reinforcing good performance as well as correcting deficiencies. It is a positive, forward-looking process that focuses on improving a Marine's performance.**

**There are times when your counseling will be a one way conversation. These should be very direct in nature and are not mentioned in the Marine Corps order.**

# **MARINE CORPS POLICY ON COUNSELING**

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**•Counseling is a tool of leadership.**

***COUNSELING  
RESPONSIBILITIES  
OF THE SMALL UNIT  
LEADER***

***"...The relation between officer and enlisted men should in no sense be that of superior and inferior nor that of master and servant, but rather that of teacher and scholar. In fact, it should partake of the nature of the relation between father and son,...."***

# ***THE TWO TYPES OF COUNSELING SESSIONS***

**1. Initial Counseling  
Session**

**2. Follow-on Sessions**

***ELEMENTS OF INITIAL  
AND FOLLOW-ON  
COUNSELING  
SESSIONS***

***BE  
PREPARED***

# ***FREQUENCY OF COUNSELING***

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**→ LCPL'S AND BELOW - EVERY 30  
DAYS**

**▮ CPLS THRU COLS - 30 DAYS;  
FOLLOW-ON -- 90 DAYS**

# ***THE COUNSELING PROCESS***

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## ***PREPARE***

# ***TYPES OF COUNSELING***

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- 1. Directive Counseling**
- 2. Non-directive  
Counseling**
- 3. Collaborative  
Counseling**

# ***BENEFITS OF THE COUNSELING PROCESS***

# ***CONDUCTING A COUNSELING SESSION***

# ***COUNSELING TECHNIQUES***

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**1. Setting Targets**  
**Listening**

**2. Problem Solving**  
**Feedback**

**3. Questioning**

**4. Active**

**5. Giving**

**6. Planning for**  
**Improvement**

# ***ACTIVE LISTENING***

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## **→ The Three Levels of Listening:**

- 1. Not Hearing at All**
- 2. Passive Listening**
- 3. Active Listening**

# ***QUESTIONS***

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